



Boundary Mining and Power Interpretive Centre

Final Report – For the Period Ending February 28, 2002
Submitted to: Ministry of Community, Aboriginal and Women's Services

Submitted by: Greenwood Community Association
Developed For: Heritage Development Organization
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Boundary Mining and Power Interpretation Centre

1.0 Feasibility Phase Completed March 2001

1.1 Project Management Report – Larry Widmer, Network Communications

- Excellent sources of funding identified.
- Highly effective and cooperative organization – Heritage Development Organization.
- Excellent community support and attendance at public forum.
- Theme and direction of project well defined.
- Independent reviews by Architect and Market Consultant suggest project is of National Heritage Site caliber with potential to develop into a major tourism and cultural draw.
- Project is a major undertaking and will require careful and methodical planning.
- Development plans will require major fundraising and grant proposal writing to ensure adequate resources are provided at critical steps of project.

1.2 Building and Site Assessment – Keith Funk, Newtown Planning Services Inc.

- No major hurdles to development
- Development highly recommended
- Detailed site work is warranted.

1.3 Market Feasibility – Sharleen Sutherland Consulting Services

- If customer needs and values are adhered to, the market will be there for this project.
 - Further detailed market research is warranted to ensure project meets their needs.
- With continued cooperation, support and consistent strategy, project will be successful.

2.0 Planning Phase – Completed September 2001

The business plan for the development of the West Kootenay Power Building into a Mining Heritage Interpretive Centre was initiated by several community based organizations and the City of Greenwood. These groups requested that the business plan satisfy several objectives and provide the organization with:

- Organization development suited to the needs of the developing Interpretive Centre
- Management plan that outlines the management principles and procedures
- Strategic plan that outlines the approach that will be taken to ensure success.
- Market research that will outline the feasibility, target market and funding avenues that are available to the Interpretive Centre.
- Market strategy that provides the necessary framework and action plan for effective programming and promotion of the Interpretive Centre.
- Site plan that will outline the necessary steps to provide highway access, parking, adjoining property access issues, landscape design, display and signage.
- Preliminary building requirements and designs for development of the Interpretive Centre programming and facility infrastructure.
- Financial planning that includes identification of multiple funding sources including private, corporate and public, funding guidelines and requirements that would ensure successful access to funding and accountability to funding source.

The completed business plan outlines the following:

2.1 Background Information and Opportunity Identification

The business planning process adhered closely with previous heritage and community development plans that have been developed over the past 10 years. The guiding principle behind the development of the West Kootenay Power Building is development of Greenwood towards being a Mining Heritage Tourism Destination as provided by community visioning and planning sessions concluded in 1994.

2.2 Organization Development and Management Plan

This includes the formation of the Heritage Development Organization, Trust Agreement, commitment and responsibilities of the 4 community based organizations and the City of Greenwood, establishment of the organization principles that include delegation and sharing of responsibilities, regular meetings, open communications and effective methods of sharing information and successes. This section of the business plan also profiles the development team that has been recruited who are all highly skilled and dedicated to the successful development of the project.

2.3 Marketing Plan

Outlines the need and who will benefit from the development of the interpretive Centre, what is the interpretive Centre concept, early stage program development occurring in year 1 and 2 including proposal development and fundraising, personnel and organization development training, heritage site tours, mining heritage artifact restoration and display development, and alternative energy demonstration. Growth stage program development occurring in year 3 and on including multi-media exhibits, heritage photography archiving and reproduction and souvenir store.

A thorough examination of Interpretive Centres in Western Canada concluded that there was three scales of Interpretive Centres and can be described as Major Centres, Emerging Centres and Community Centres. Based on the resources and potential studied, the Mining Heritage Interpretive Centre will be positioned as an Emerging Centre. Emerging Centres can be characterized as regional use facilities that can draw upwards of 100,000 people per year and can contribute significant economic benefit to the community through job creation and increased community visibility and provision of programming and facilities that will keep visitors in the Greenwood area longer than previously experienced.

The target market customers identified include Seniors, Silent Generation, Baby Boomers and Generation X. Things that were important to these visitors include getting off the beaten track, visiting cultural, historic and national treasures, gaining a new perspective on life, understanding culture and going to a location with natural beauty. The establishment and development of the Mining Heritage Interpretive Centre will provide much of what the travelling public is seeking as long as it is easily accessed and the programming has been developed professionally and it is interesting.

2.4 Operations Plan

A thorough examination of the West Kootenay Power Building, site and surrounding lands has concluded that there are no major barriers to overcome in developing the building and site. Results of the planning work include drawings produced on AutoCAD format, a complete site survey that identifies existing grades and information needed to negotiate with adjoining land owners and Ministry of Highways.

After consultation with Ministry of Highways, Health Region and private landowners, preliminary approvals have been obtained for site access, septic use, right of way access to Lotzkar Park and use of private land for

parking lot development. Schematic site plans, floor plans, elevations, landscaping plans, outdoor displays, signage and liaison with Alternative Energy Designer.

Schematic floor plans and preliminary code review provide the necessary tasks that need to be completed in order to provide wheelchair and safe public access to the building. Initial construction plans will focus on securing the facility from the elements and vandalism while providing limited public access on a special event and seasonal basis.

Appropriate and consistent exhibit and display development principles have been provided for both outside and inside exhibits. These improvements and programming will be developed as artifacts and funding have been secured.

2.5 Financial Plan

The Heritage Development Organization has found considerable funding success in its early stage of development signifying the support and potential that exists for the Mining Heritage Interpretive Centre. Beginning with the generous donation of the land and building from West Kootenay Power, additional support has been shown in donations of artifacts, use of neighboring lands for parking and access to Lotzkar Park as well as ongoing financial support during start-up.

Initial funding support for the Centre has also been received from the Provincial and Federal Government. Human Resources Development Canada funded a job creation project that assisted with the clean-up and trail development in and around the property and during the implementation phase, construction and restoration of the facility. Provincial funding support has been received from Municipal Affairs through the Neighborhood Enhancement Program and from the Ministry of Community Development Cooperatives and Volunteers through the Community Enterprise Program. Additional support during the implementation phase of the project from the E-Team who will be focusing on parking lot improvements and access to the Trans Canada Trail.

14 funding sources have also been researched and profiled providing the necessary information regarding funding criteria, submission requirements and contact information. These funding sources include all levels of government and appropriate corporate targets. Approximately \$256,000 of potential funding support has been identified.

In order for the Mining Heritage Interpretive Centre to achieve the results it seeks, significant volunteer and private support will be required. Support from in-kind contributions, donations, volunteering and word of mouth promotions will form an important part of the centre's financial plans. Complemented by Federal, Provincial, Municipal Government support and from corporate donations and partnerships, the Mining Heritage Interpretive Centre will have the financial foundation it requires to be successful.

Funds required for operations during start-up in year 1 are estimated to be \$162,000 - \$247,500. Ongoing operational costs after year one are estimated to be \$130,500/yr. Donations of time, materials and resources will reduce this amount. It is anticipated that donations of this nature will be used to increase the proposed budgets but should not be relied upon to develop and maintain the facility.

Revenue generated from the operations of the facility were not included in the calculations because it was felt that early stage program development may not provide the level of programming required to make the facility a pay-per-use venue. Once start-up, early stage and growth stage program development has been implemented, the goal of the Mining Heritage Interpretive Centre is to be self-sustaining and less dependant on government and volunteer support. It is realistic to assume that revenue generated from admission fees, souvenir sales and

services provided by the staff and volunteers, that self-sufficiency is a realistic goal. The time frame for self-sufficiency development will be in years 3 - 5.

3.0 Implementation Phase – as of February 2002

The Heritage Development Organization business plan has successfully generated grants and donations that is allowing the organization to begin restoration and renovation of the Boundary Mining and Power Interpretive Centre. Through a partnership with HRDC and Katim Enterprises, a Job Creation Project will focus on preparing a portion of the inside of the building for restoration by demolishing parts of the old structure and building new floors and stairs wells. The project also involves building a deck for equal access around the outside and for a main entrance to the building. Additional work in landscaping, parking lot development and washroom facilities will also be completed. These projects will achieve the following two objectives:

- Ensure that the visitors to the building have a safe and appealing experience.
- Provide equal access to the facility (wheelchair accessible)

Additionally, our objectives for the project participants are:

- Become more employable by gaining valuable skills
- Network with people in the community (trades and other businesses)
- Achieve a higher state of awareness and appreciation for their community

3.1 Project Detail

Participants will be involved in a large and ambitious project involving many groups and individuals. The exposure to a dynamic working environment with tangible results will provide them with significant job satisfaction, varied work experience and high exposure to the job marketplace. Past Job Creation Projects in Greenwood have resulted in a high percentage of participants obtaining employment during and after project completion.

The proposed project will involve three components of activity:

- Building Renovations
- Outside Landscaping
- Interpretation Display Development

3.1.1 Building Renovations

The structure of the building is generally in very good condition considering it is 95 years old. Minor maintenance needs are focused on repairing some brick mortar joints that have deteriorated and replacing some broken windows. The proposed Interpretive Centre is easily accommodated within the structure however some additional openings within the building are required to better link the rooms. Access to the building from the west elevation by constructing a deck and wheel chair ramp will allow access into the building via the existing loading ramp door. Inside the building, demolition of existing office, storage and washroom areas will be redeveloped by constructing a raised floor to allow level access to washrooms from the warehouse section of building. Adjoining the washrooms will be an additional raised floor area allowing for access to lower and upper levels. The upper level will house computers and administrative offices and the lower level will be utilized for archives and storage. All construction will adhere to building code including equal access for handicapped persons, electrical, mechanical code improvements and washroom upgrading requirements.

3.1.2 Outside Landscaping

The site is ideally suited for attracting visitation by motorists and pedestrians. It is a landmark location at the westerly gateway to Greenwood. The Trans Canada Trail (TCT) is adjacent to the northerly side of the building. The synergy between the Interpretive Centre and the TCT could promote shared parking and dual attractions for visitors. The proposed use will call for 10 parking stalls that will be accommodated by filling and leveling the north side of the property. The front yard area will be developed for display of mining artifacts. It is also proposed that an outdoor washroom facility be constructed on the parking lot and piece of land adjoining the Trans Canada Trail .

3.1.3 Interpretation Display Development

Greenwood is rich in historic pieces that will provide a valuable source of mining artifacts from the mining hey days of the late 1800's and early 1900's. West Kootenay Power, Greenwood Museum and many private donors would like to see these artifacts restored and displayed to provide an accurate and interesting history of this time. Professional assistance from professional Archivists will ensure that the displays are properly restored and present an appropriate message. Retirees and knowledgeable mining and electrical industry experts will be sought to assist with the proper rebuilding of the artifacts. Where possible, local youth will be teamed with these individuals to allow for a educational and mentorship experience. The warehouse section of the building may be utilized in the interim for much of the restoration work since it is suited to this industrial and mechanical work.

3.2 Skill Development and Employment Experience

In order to operate a world class Mining & Power Interpretive Centre, it is essential that those involved have the skills required to develop and operate the centre. Skill development and employment experience will take place in the following areas:

- Project supervision/management and operations management
- Landscaping and site development planning
- Heritage building renovation
- Computer hardware operations and use of various software programs
- Occupational health and safety including working with heavy equipment and hand tools
- Working with volunteers and various community based organizations

3.2.1 Project Development

Participants will be active in the community planning process where community strategy, implementation plans and partnership plans are developed. This process will identify partners, funding sources, who will do the work and timing of work to be completed.

3.2.2 Project Management

Participants will work with several community groups and the City of Greenwood, their professional staff and volunteers. They will gain experience in design, costing, work scheduling, time management, communications, fund raising and budgeting.

3.2.3 Design

Participants will be active in developing signage and information materials, interior decorating and landscape design which will require them to understand proper layout, artwork development and preparation of materials. Participants will acquire graphic arts, publishing, sign making and design skills.

3.2.4 Construction

Skills will be acquired in heritage building renovations and maintenance, facility improvements, carpentry, and painting. Contractors hired on projects will be expected to utilize Job Creation participants wherever possible.

3.2.5 Maintenance

Throughout the planning, construction and landscaping phases, participants will be trained in maintenance procedures, equipment upkeep and proper construction methods that result in efficient maintenance.

3.2.6 Land Planning and Preparation

Skills will be acquired in parking lot development, road preparation, trail development, services installation and equipment operation. Participants will work with the City of Greenwood crews, nursery staff, engineers, architect, and project manager.

3.2.7 Landscaping

Professional site plans developed by contractors will be used to prepare parking lots, adjoining trails and park access, signage and beautification work. Workers will be exposed to and acquire skills in machinery operation, plant and material selection and installation, and ongoing maintenance and upkeep.

4.0 Achievements

4.1 Volunteer Activity – the development of the Boundary Mining and Power Interpretive Centre is the culmination of hard work for 5 community based organizations in partnership with many government, corporate and individual supporters. A unique trust agreement was developed that ensures the responsibilities of all of the partners is adhered to. This trust agreement provides the foundation for all of the participants to work from. With 5 community based organizations leading the project, considerable volunteer effort has been realized and will be able to sustain activity due to the diversity and size of the participating group.

4.2 Job Creation – To date, job creation has resulted from the various contracts that have been tendered including project management, market research, site and building planning, construction planning, training and landscape clean-up. Beginning in March of 2002, a crew of 4 will begin renovations and construction for a 9 month period. In addition to the 4 construction jobs, trades support, planning and training, project supervision and management, supplier and technical support will benefit. Additional jobs in display development, digital photography, operations and alternative power demonstration will be created. Once in operation, the Boundary Mining and Power Interpretive Centre will employ seasonal tour guides, souvenir store employees in addition to the administration and artifact restoration and interpretive centre employees.

4.3 Economic Impact – Contracts tendered, material purchases, personnel training, tourism development, cultural programming all contribute to the well being of the community. Long term economic development includes cultural tourism strength, regional tourism program promotion, economic diversification and skill training.

4.4 Professional Plans – site, building, business planning have resulted in a consistent and coordinated approach to lead and manage this project. Several professionals from as many disciplines have contributed to developing plans for a world class facility.

4.5 Photograph Archiving and Digital Editing – work has begun on archiving hundreds of valuable heritage photographs that will be available for display, reproduction and promotions. Workers from the Greenwood Museum are being trained in the proper development and management of a comprehensive database that will hold images and archival information. Again, professional support has been sought to ensure the integrity and consistency of the system being developed.

4.6 Key Personnel Training – Much of the training to date has focused on the participating organizations. Strategic planning has complemented the ongoing familiarization of participants with the various plans and work that is ongoing. With Implementation of the plans now underway, considerable training will focus on facility plans, construction, operations and program development.

5.0 What is Next?

The development of the Boundary Mining and Power Interpretation Centre is scheduled for early stage program development completion by spring of 2003. At this time, the facility will be opened for the public on a guided tour basis. Early stage program development completion and program delivery includes:

- Proposal development and fundraising.
- Personnel and organization development.
- Heritage Site Tours.
- Mining Artifact Restoration and Displays.
- Alternative Energy Demonstration.

Prior to spring of 2003, implementation work will revolve around facility improvements that include:

- Wheel chair access outside and inside the building.
- Solar and wind power generation with upgraded electrical system including power grid sale of unused alternative energy.
- Reconfigured floor space with washrooms and office space constructed on raised/two storey floors.
- Upgraded washroom facilities – environmentally conscious systems.
- Upgraded heating and mechanical system utilizing high efficiency, low energy use equipment.